



Navy Medicine Center for Organizational Development (NMCOD)

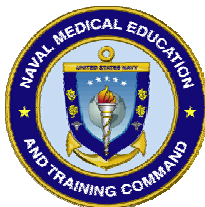
**Naval Medical Education & Training Command,
Bethesda, MD, (301) 295-0830**





Mission

The Navy Medicine Center for Organizational Development (NMCOD) provides consultation, coaching, and training in strategic change and continuous performance improvement in organizations.





What We Offer

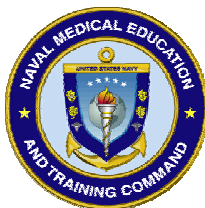
- **Strategic Planning**
- **Annual Planning**
- **Executive Team Development**
- **Change Management**
- **Conflict Management**
- **Intact Team Development**
- **Self Assessment**





Strategic Planning

A structured exploratory session designed to identify or validate the strategic issues of your command/activity and to begin the design of an overall approach to strategic change .





Question???

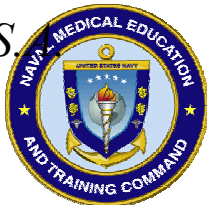
The year is 2010 and you are in the United States Navy you helped to create. What are people (in America, in the sister services, and/or in the world saying about your organization?





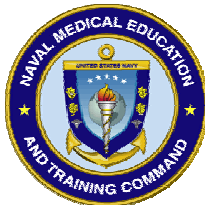
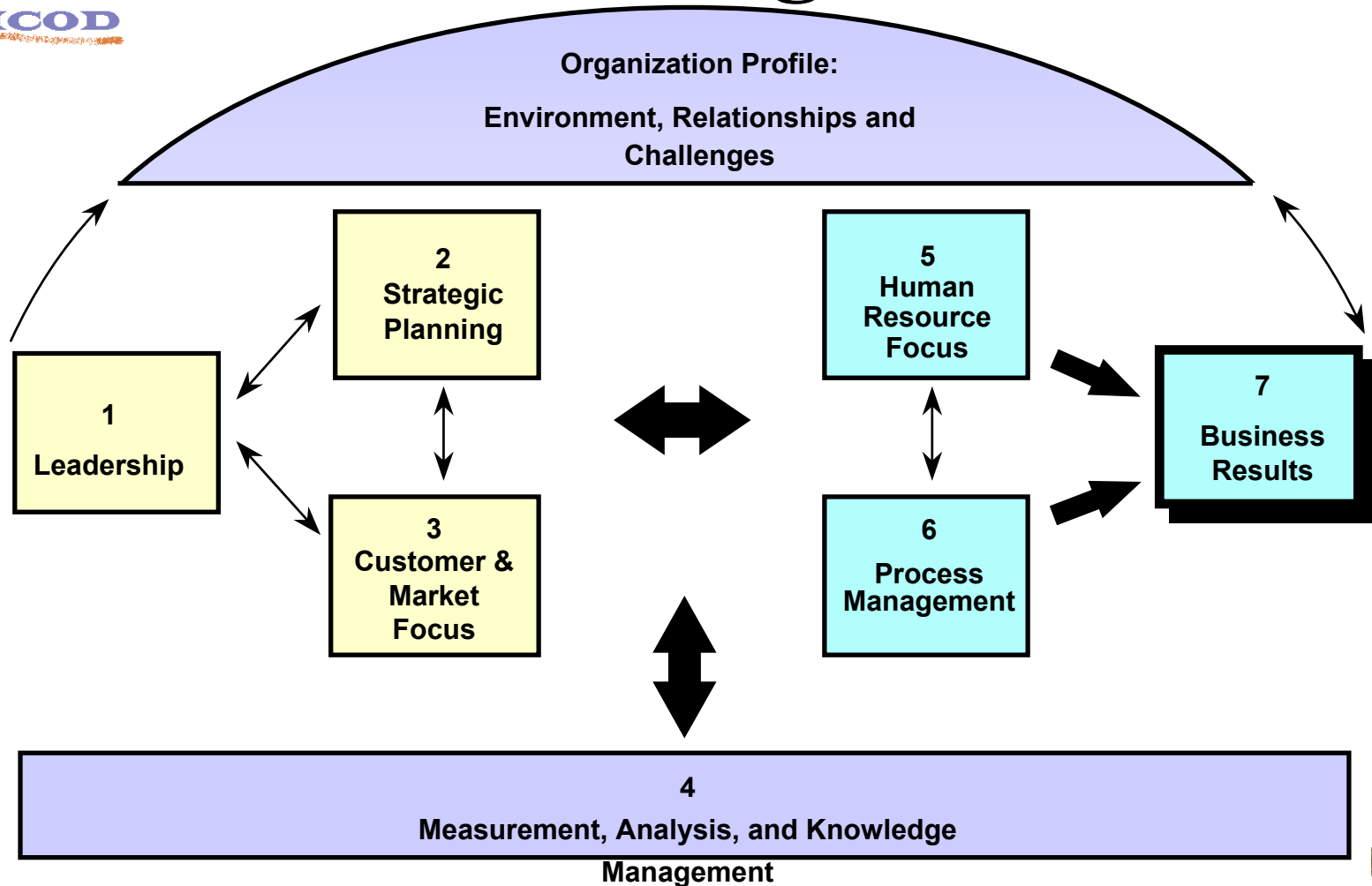
History

- 1925 *Shewhart introduces Process Improvement in Manufacturing*
- 1930 *Shewhart, Deming, and Juran expand Process Improvement*
- 1950 *Deming invited to Japan*
- 1970 *Team-Based Strategic Planning begins to emerge in Japan. Bridgestone Tire uses the term “Hoshin Strategic Planning ”*
- 1980 *Process Improvement through team-work takes hold in U.S.A.*
- 1985 *Hewlett Packard in USA follows lead of their Japanese division and begins some Team-Based Strategic Planning applications*
- 1987 *Toyota adds cross-functional objectives to Team-Based Strategic Planning*
- 1988 *National Quality Award begins in U.S.A.*
- 1990 *Team-Based Strategic Planning articles and texts begin in U.S.A. Separate form developing from the Japanese approach. More flexible.*
- 1994 *Universities begin strong study and application of Quality Management including Team-Based Strategic Planning*
- 1995 *Estimated 30% of large U.S.A. organizations are working to apply Team-Based Strategic Planning, often called Hoshin Planning in USA.*
- 1997 *Several very successful Team-Based Strategic Planning efforts in U.S.*





The Baldrige Model



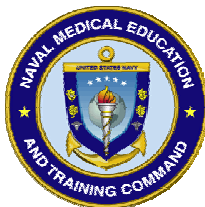


Balanced Scorecard





Assessing and Managing Conflict

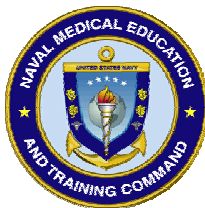




What is Conflict?



- ☐ **Disagreement**
- ☐ **Opposing points of view**
- ☐ **Various behaviors that reflect negative emotion**





10 Guidelines for Creative **“Fighting”**

- 1. Establish Legitimacy**
- 2. Deal with one issue at a time.**
- 3. Choose arena carefully**
- 4. Avoid reacting to unintentional remarks**
- 5. Avoid early or easy resolutions**
- 6. Avoid name calling**
- 7. Avoid cornering**
- 8. Agree to disagree**
- 9. Focus on what rather than why**
- 10. Maintain a sense of humor**





Common Responses to Conflict

5 Strategies

A
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r
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v
e
n
e
s
s

Low

Competing (Win/Lose)

Collaboration (Win/Win)

**Compromising
(Lose/Lose)**

Avoidance (Lose/Lose)

Accommodating (Lose/Win)

Low

High

C o o p e r a t i o n





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